

U.S. Army Materiel

ESSENTIAL IN PEACE, INDISPENSABLE IN WAR

Command

Army Logistics

Enterprise

Integration

Office of the Deputy G-3 for Enterprise Integration, HQ AMC



Enterprise Integration Introduction – Jim

SSF Transition Workshop 29 May 2003



Introduction

- **Purpose:** Provide an overview of the Army Logistics Enterprise Integration initiative

- **Topics:**

- ▶ **Background and Focus**
- ▶ **Logistics Enterprise Integration Fundamentals**
 - **Cornerstones**
 - **Roles and Responsibilities**
 - **Management Structure and Governance**
 - **Requirements Determination**
 - **Architecture Overview**
- ▶ **Program Updates**
 - *Logistics Modernization Program (LMP)*
 - *Global Combat Support System Army (GCSS Army)*
 - *Business System Modernization (BSM)*
- ▶ **Enterprise Architecture & Enterprise Integration Planning & Execution**



Vision and Objectives

- Implementation of Enterprise Resource Planning (ERP) throughout an Integrated Enterprise
- Tear down existing walls and stovepipes
- Data integrity, information availability

- Implementation of an Integrated Enterprise Logistics system that:
 - ▶ Provides a common operating picture
 - ▶ Provides Commanders at all levels significantly improved capabilities to build combat power and manage readiness
 - ▶ Instills confidence through accuracy, reliability, connectivity and visibility
 - ▶ Supports Army Transformation deployment timelines
- Vertical and horizontal integration at all echelons of logistics operations
- Based on an integrated business processes and rules
- Logistics chain management from the National level through the customer/consumer level

VCSA directive to CG, AMC to lead this effort...

20 Jun 00 memo

**Reaffirmed at Jul 02
GCSS-Army Systems
Acquisition Review Council**

Vision: "A fully integrated knowledge environment that builds, sustains, and generates Warfighting capability through a fully integrated logistics enterprise based upon collaborative planning, knowledge management, and best business practices"

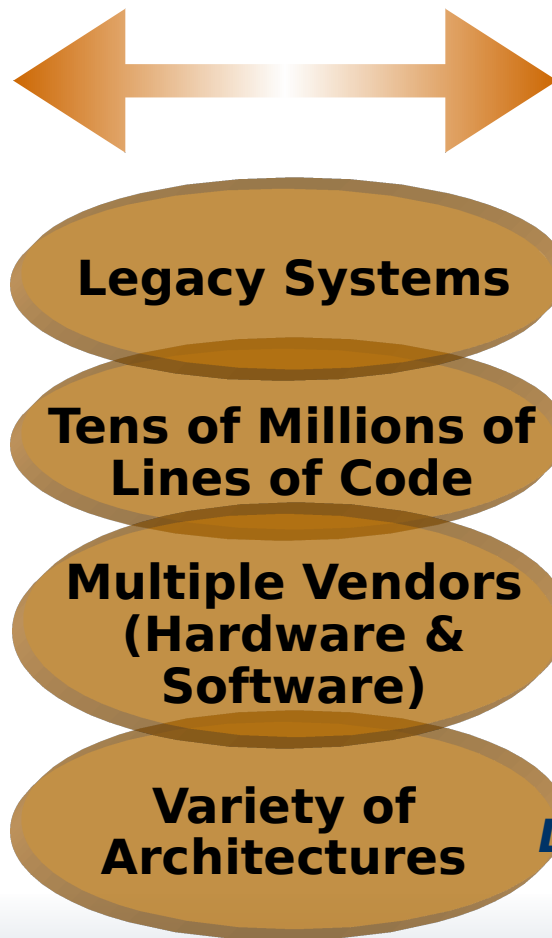
**Spelled out in
our White Paper
and Charter**



**Today's
Sub-optimized
Environment**

Why This Is Important

- Multiple organizations with decentralized business models
- Large set of legacy “stovepiped” systems
- Heavily invested in several logistics systems modernization efforts that have not been formally integrated
- No common measure of performance for automated systems



- No organization structure to support enterprise-wide collaboration
- Decentralized - disparate roles, processes & responsibilities leading to redundancies across the Army
- No “one Army enterprise” culture

***Decentralized Environment
Stovepipes & Views***

at an enterprise
level

Strategic Plan

We are here

SSF & National Maintenance

2001 - 2003

- SSF implementation
 - Installation 2000-2001
 - Tactical 2002-2003
- Integrated National Maintenance Management decisions at the National and Installation level beginning 2001
- Development of Single Repair Standards to increase reliability of legacy systems

National Level Modernization

2003 - 2004

- Modernize National Level Logistics Automation via:
 - ERP/SAP
 - COTS Software & Contractor Sustainment
 - Legacy Retirement - CCSS, SDS

Installation / Tactical Modernization

2005/6

- Modernize Installation & Tactical Level Logistics Automation with ERP Tools
- COTS Software
- Legacy Retirement

Continuous Upgrades

- Identify "Legacy Capabilities" & Develop Migration Strategies
 - Resource the Efforts
 - Synchronize Program Schedules
- Eliminate "Stovepipes"
- Legacy Retirement

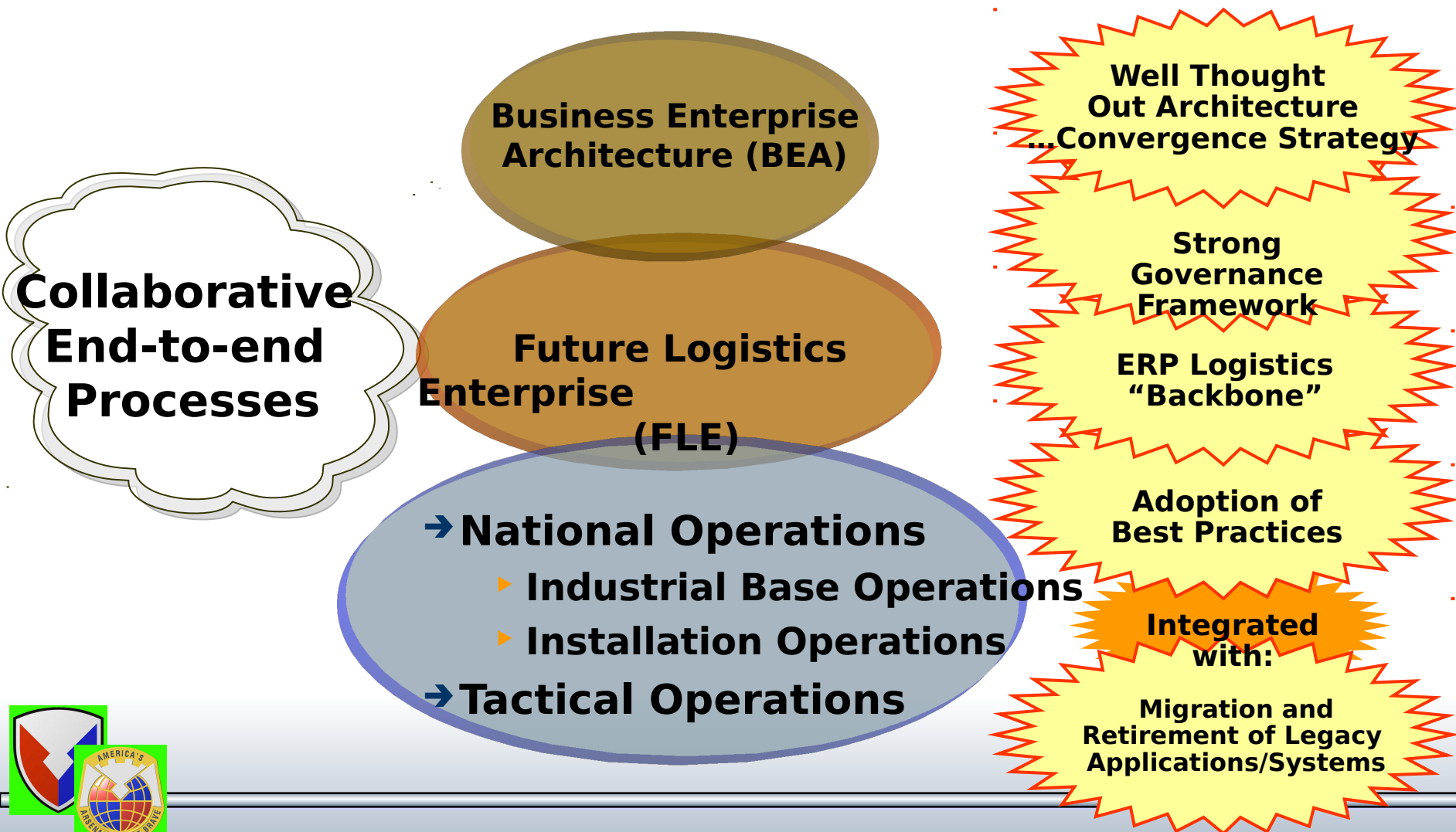
Fully Integrated Logistics Enterprise Environment

BSM	Business System Modernization
CCSS	Commodity Command Standard System
COTS	Commercial off the Shelf Software
ERP	Enterprise Resource Planning
FLE	Future Logistics Enterprise
FMMP	Financial Management Modernization Program
GCSS	Global Combat Support System
LMP	Logistics Modernization Program
LTF	Logistics Transformation Task Force
NMM	National Maintenance Management
SDS	Standard Depot System
SSF	Single Stock Fund

FMM
P
FLE
BS
M
LMP
 SSF
NMM
LTF
 Doctrine
 Migration Strategies
 ERP Throughout the Army Logistics High Level Architecture
 GCSS Army
 AMC Internal Army-Wide & Joint



Transformation Through Integration



Building An Integrated Enterprise

Leadership

**An Integrator
with
Authority...**



Governance

**Authority to
Make Decisions
on Behalf/in
Conjunction
with
Stakeholders**



Core Staff

**An
Organization
with the Right
Staff**



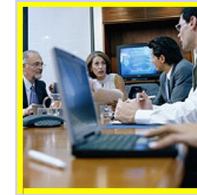
Vision

**Architecture
Vision & Goals
with a Defined
Operational &
Systems
Architecture**



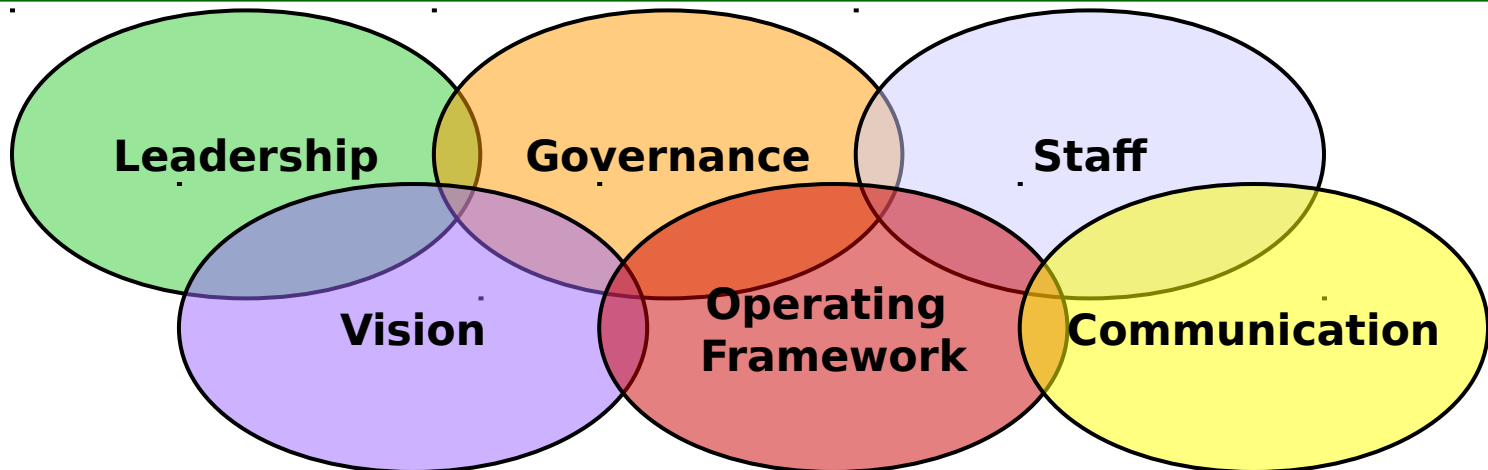
Operating Framework

**Management
Procedures &
Defined
Working
Approach**



Communication

**Mechanisms/
Forums that
Communicate
Progress--Work
Issues**



Key Roles and Responsibilities

G-3

- Resources
- Prioritization

TRADOC

- Doctrine/Training
- Tactical Requirements
- GAP Analysis for Tactical

AEIO

- Army Enterprise Integration Framework
- End-to-end integration between and across Domains

G-8/ASA(FM&C)

- Financial Policy
- Resource Programming, Budgeting, Execution

AMC/DALEI

- Integration of logistics Enterprise
- Synchronization of systems, processes, schedules & resources

G-4

- Army Logistics Policy and Regulations
- Sustainment Funding

ASA(ALT)

- Acquisition Management
- Technical Implementation

PEOs/PMs

- Requirements determination
- Fielding & provisioning

Testing Community

- Tailored Testing Strategies

ACSIM

- Installation Management Policy & Operations

G-6

- Army Knowledge Enterprise
- Information technology investment & approval

OSD

- L&MR: Log Domain Architecture (FLE)
- Comptroller: Business Enterprise Architecture (BEA)
- C3I: Milestone Decision Authority for GCSS Army



AMC Deputy G-3, Enterprise Integration

■ **Missions:**

- ▶ **Manage** Army logistics functional requirements
- ▶ **Integrate** requirements into a seamless logistics enterprise
- ▶ **Deliver** a knowledge environment that builds, sustains, and generates warfighting capability through a common operating picture

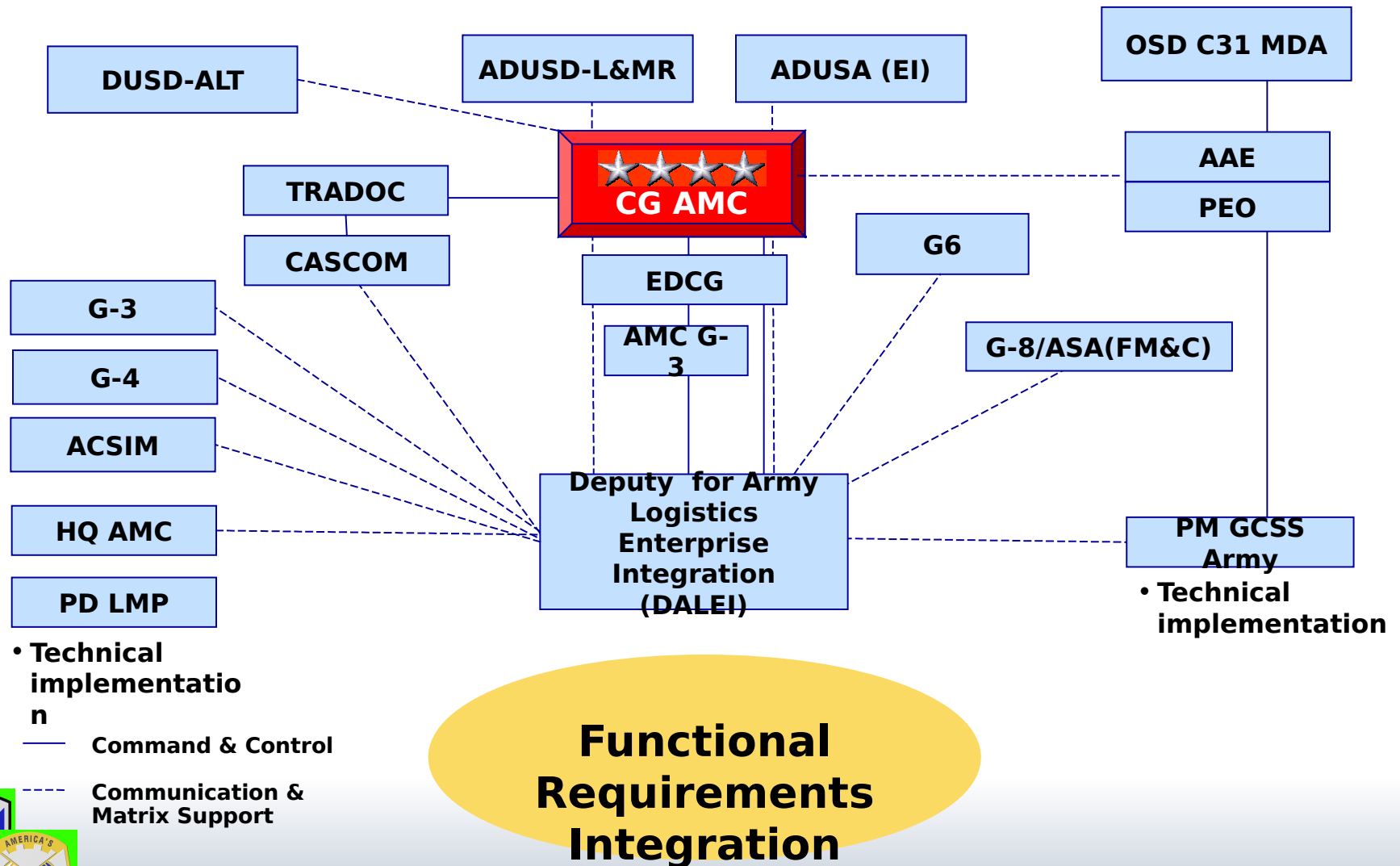
**Dual-hatted as Deputy
for Army Logistics
Enterprise Integration
(DALEI)**

■ **Key Functions:**

- ▶ **Synchronize** Army logistics automation processes, timelines and resources
- ▶ **Build** a collaborative, matrix environment with technical developers and functional requirements managers
- ▶ **Establish** a collaborative enterprise environment for accelerated logistics business process modernization
- ▶ **Enable** integration and interoperability of all logistics automation transformation initiatives
- ▶ **Serve** as change agent to drive logistics process change
- ▶ **Facilitate** efforts to obtain, defend, justify resources in support of logistics enterprise automation efforts



Management Structure



Governance Bodies

Initial
Meeting 31
Mar 03

→ **Executive Steering Committee** - Decision Making Body at 3-Star/SES level...meets quarterly or as needed...Chaired by CG, AMC

▶ **Focus:** Strategic direction, guidance and issue resolution authority

Initial
Meeting
late Jul 03

→ **Advisory Board** - Senior Advisory Body at the 2-star/SES level...meets every two months or as needed...

▶ **Focus:** Advice and consultation on change management, integration, and synchronization issues

Working
forums are
evolving
now

→ **Collaborative Working Forums**

▶ **Focus:** To resolve issues and coordinate positions within respective parent organizations



Functional Requirements Management

Critical to delivering a seamless enter

Supporting processes
being worked now...
CASCOM-LAISO

- CG AMC is the ***Lead Logistics Functional Integrator*** for the Army
- ***DALEI (Deputy for Army Logistics Enterprise Integration)*** ***ensures integration*** of all functional requirements using a logistics enterprise perspective and ***in collaboration with stakeholders***
- ***Basis*** for reengineering of the requirements process will be the implementation of ***Enterprise Resource Planning (ERP) software and best business practices***
- Will develop functionality needed to achieve Enterprise Integration, support Army Transformation, and provide continuous process improvement....***the DALEI will coordinate, approve and integrate***
- TRADOC continues to develop warfighting doctrine, CASCOM and DALEI to convert warfighting doctrine into best practices within ERP



Enterprise Resource Planning (ERP)

ERP Focus:

- ❑ Takes an enterprise approach to **integrate** business processes
- ❑ Optimizes enterprise elements like supply, property, finance, Personnel mgmt, etc.
- ❑ Provides consistent information for timely decision-making & performance

ERP is:

- *Forced Reengineering*
- *Radical change for dramatic improvement*
- *Minimization of non-value tasks*

implemented through a unique ERP Project Lifecycle



- **Web-based with a robust telecommunications infrastructure**
- **Software built; tested and operational at thousands of sites**
- **Business processes adapted to the selected ERP solution - no custom code**
- **An integrated solution that includes hundreds of functional solution sets**
- **Policies, doctrine, & processes reviewed in detail during Project Preparation**
- **Single database with data warehouse**



Architecture Alignment

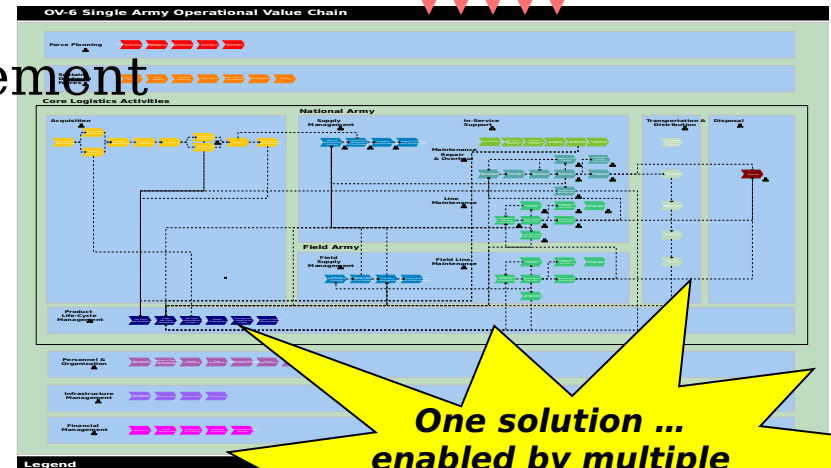
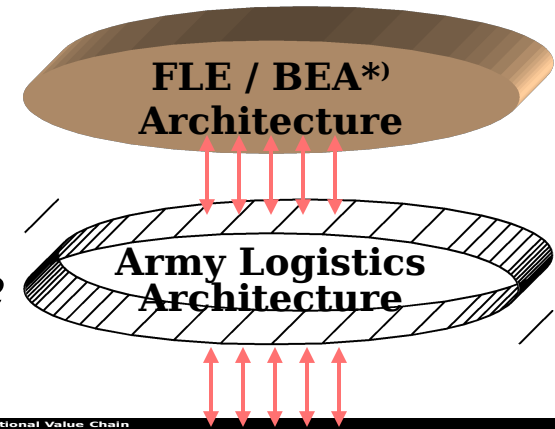
OSD Future Logistics Enterprise (FLE):

- 1.Total Life Cycle Systems Management
- 2.End-to-End Customer Support
- 3.Enterprise Integration
- 4.Condition Based Maintenance +
- 5.Depot Partnering
- 6.Executive Agency

LMP Initiative



GCSS Army Initiative



**One solution ...
enabled by multiple
software instances ...
managed as one!**

Summary

- **Logistics Enterprise Integration implementation is on critical path to successful Army Transformation**
- **Army Logistics Enterprise supports OSD Future Logistics Enterprise and meets Business Enterprise Architecture Requirements**
- **Critical components of LMP and GCSS Army ERP software implementation:**
 - ▶ **Adoption of best business practices (change the Army, not the software)**
 - ▶ **Standardization of business processes and centralized data environment across the Army (one Army logistics information view)**
 - ▶ **Requires strong centralized management/governance process**
 - ▶ **Architecture almost complete (keystone for integrated processes)**

- **Army ERP implementation one of most complex in ERP history**
- **Disciplined approach essential**

Log Enterprise Architecture coupled with governance procedures will take us to an integrated future environment

End-to-end ERP will be in place prior to 1st UA FUE



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